

**STAFF MANAGEMENT STRATEGIES AND THEIR EFFECTS ON PUPILS'
PERFORMANCE IN PUBLIC PRIMARY SCHOOLS IN KAPSERET DIVISION,
WARENG DISTRICT, UASIN GISHU COUNTY-KENYA**

LILY CHELANGAT KIMELI

**A Thesis Submitted in Partial Fulfillment for the Degree of Master of Education in
Educational Planning , Management and Administration of**

MOUNT KENYA UNIVERSITY

AUGUST, 2012

ABSTRACT

The main purpose of the study was to examine staff management strategies and their effects on pupils' performance of public primary schools in Kapseret division, Wareng district in Uasin Gishu. The objectives of the study were to; assess the suitability of current staff management strategies, investigate the understanding of rights and responsibilities of school staff, investigate the challenges facing school managers in implementing staff management strategies and to assess how staff management strategies affect pupils performance in public primary schools. The study was guided by Systems Theory. Systems theory was originally proposed by Hungarian biologist Ludwig von Bertalanffy in 1956, later revised by Jackson in the Systems approaches to Management and then by Katz and Kahn in the Open System theory approach. The study used descriptive survey research design because the aim of the study was to estimate, with significant precision, the percentage of population that has a specific attribute by collecting data from a small portion of the total population. The study targeted all public primary schools in Kapseret division. Head teachers, teachers and subordinate staff served as the main respondents of the study. The target population included the 15 public primary schools in the division. 15 head teachers represented each school, 7 were selected to be part of the sample size for the head teachers' stratum. From the target population of 252 teachers in the division, 126 teachers were randomly selected to make the sample population for teachers' stratum. Subordinate staff formed a target population of 108 from which 54 respondents were randomly selected to form a sample size. Head teachers were purposively selected where head teachers from all the sampled schools participated in the research. Teachers were selected using stratified random sampling. The study utilized the questionnaires for teachers and subordinate and interview schedules for head teachers. Pilot study was carried out to validate the data collection instruments. Reliability was tested using Cronbach alpha test which produced alpha value of 0.837, greater than the threshold value thus validating the reliability of the data. Descriptive statistics methods were used to analyze data. Descriptive statistics used were percentages and frequencies. This was used as the base for the subsequent use of correlation procedures. The research findings indicated that the staff management strategies employed by head teachers despite not being suitable however, they were the only viable strategies mainly due to financial constraints. The study also revealed that head teachers were aware of the rights of the teachers and subordinates but were not keen to enforce all the rights as some required a situational analysis of the best means of implementation. Management faced a number of challenges in implementing the school management strategies and the poor implementation of the school management strategies had negatively affected the performance of primary schools in Kapseret division. The study is of significance as it would provide information that can be used by the Ministry of Education policy makers to identify management strategies that can result to high performance among the pupils in primary schools, enable policy makers make provision for improving the strategies to improve performance in primary school in Kapseret division, Wareng district in Uasin Gishu County.